## 1. Job Details

Job title: **Assistant Director (Catering Services) 025**

School/Support Department: **Corporate Services Group**

Unit (if applicable): **Accommodation Services**

Line manager: **Director of Accommodation Services**

Date: **December 2005**

## 2. Job Purpose

To manage the day to day operation & strategic development of Catering Services in line with the anticipated growth of the business and the high standards demanded by students, University staff, conference delegates and visitors to the University, whilst maximising profits.

To ensure that both the University and non University catering services adhere to University Catering Codes of Practice and legislative requirements and demonstrate a value proposition to the University and meet other key ratio targets.

## 3. Main Responsibilities

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<th>% of time</th>
<th>Description</th>
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<tr>
<td>15%</td>
<td>1. Prepare and achieve a 5-year strategic business plan and annual business and operational action plans in order that Accommodation Services is appropriately positioned to meet the changing catering requirements of the wider University, as well as developing/refreshing existing facilities whilst always ensuring cost effectiveness and no requirement for subsidy</td>
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<td>10%</td>
<td>2. Through quarterly audits with EUSA and other 3rd party catering operators ensure compliance with the University Catering Codes of Practice in internal and external service provision.</td>
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<td>15%</td>
<td>3. Prepare and manage the annual budget for Catering Services in order that all costs are identified and controlled/adjusted as required in accordance with actual revenues achieved, to ensure net profit targets are protected. Analyse management reports and information and take appropriate action to maximise revenue potential, minimise costs and optimise profits.</td>
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4. In conjunction with the Accommodation Services senior management team, establish agreed service levels and ensure they are effectively communicated to the key staff that need to both understand and achieve them. Monitor service levels on behalf of the University and prepare costed recommendations to implement improvement measures where necessary in order that catering standards are maintained and enhanced as part of a policy of continuous improvement. 15%

5. Development of the Catering Services portfolio by taking an active and innovative approach in the design, construction and commissioning of projects to ensure delivery on time, to quality and within budget. This also requires the post holder to:
   - Benchmark against the high street and bring forward ideas to refresh the product/service/facilities to enable the University of Edinburgh to be innovative and competitive.
   - Listen and respond to customers’ needs by planning and leading the implementation of change to both commercial catering products and service and student catering products and services, either directly or through third party contracts, where appropriate. 20%

6. Raise the profile of Catering both internally and externally by forming effective networks and relationships in order that the wider University community and external commercial market better understand the range of catering services from coffee bars to fine dining that the University of Edinburgh is able to deliver. 15%

7. In conjunction with the Director of Procurement and in accordance with the University procurement strategies, including the Sustainable Procurement Strategy and specifically taking account of the Fair Trade policy, ensure best value purchasing (quality, delivery, price, specification) taking advantage of all consortia/partnerships in complying with legislation. 5%

8. Represent the University in the relevant commodity, procurement or other catering professional groups within the HE sector, or beyond. Reporting to senior managers on external catering market/strategic influences and their implications for the University catering services in order to better inform/assist in operational development and future projects through considering best practice in other Universities or other catering sectors. In addition assume direct cost benefits in commodity purchasing through National Consortium agreements. 5%

4. Planning and Organising

The role requires complex forward planning, as much work is project driven, involving the co-ordination and timely delivery of tenders, business plans, new menus, products and all equipment for outside events for both student and commercial business. Deadlines are often critical and failure to carry out effective forward planning will impact on the ability to deliver, overall service levels and income and profit targets.

A more strategic planning role is required for the changes to catering to meet the University's aspirations within budgetary constraints. Option appraisal and inter-disciplinary liaison are key to these plans.

Through the catering unit managers the post holder is responsible for organising the work of in-house catering services and, where appropriate, directing and organising the work of other managers throughout the Accommodation Services division.
5. Problem Solving
Balancing the needs of student and commercial activity. Commercial catering operates all year round and thus during academic terms in parallel with student catering. The need to work these areas together in often the same facilities and consider the differing markets needs must be managed e.g. the extent of commercial activity with music during exam periods, specific issues which can relate to operating catering (food hygiene controls), bars and alcohol sales. The post holder will be expected to deal with all problems referred to them by catering unit managers. These will be varied in nature and will include some resolution be it direct with students, wardens or commercial customers, budgetary or staffing issues. Some problems may be particularly complex in nature and cross several functions/boundaries.

The University Catering arrangements are a mixed economy of concessions, in-house and EUSA and have been subject to external consultancy, internal audit and customer survey. Strong leadership is needed as well as diplomatic influencing skills to ensure that all providers, whether directly managed or not, adhere to the University Catering Codes of Practice and legislative requirements, and demonstrate a value proposition to the University. Normally the post holder will be expected to deal with most problems by calling on their own personal judgement, experience and knowledge of University strategies. Where problems are of a more complex nature, the appropriate response will be provided as a recommendation to the most appropriate of the Director of Accommodation Services, Director of Procurement or Director Corporate Services.

6. Decision Making
The post holder will be expected to take all necessary actions and decisions regarding the day to day and future management and direction of the Catering business. Regular meetings will be held with the Director of Accommodation Services who will provide direction of a more strategic and long term nature.

Contractual matters and procurement will be discussed with the Director of Procurement.

Issues around compliance/health and safety will be raised with the Director of Corporate Services, if unable to be resolved locally.

7. Key Contacts/Relationships
An extremely important requirement in this post is the ability to communicate across many diverse areas of the University and Externally from academic departments, Estates and Buildings, Procurement, Finance, Health and Safety, Human Resources, and Academic Affairs, Planning and Secretariat, Student Welfare, Public Health, Licensing Authorities etc. The need to have highly effective working relationships with other senior managers in respect of projects and plans both ongoing and proposed is essential as is the ability to influence others and deal with problems as they occur which may ultimately impact on the ability to deliver catering services.

Specifically with:

- Assistant Director (Property and Residential Services) and the Assistant Director (Business Development and Occupancy) to ensure the delivery of excellent standards of product and service in line with customers’ expectations.
- a wide range of suppliers, concessionaires and relevant professionals to agree key performance indicators and reporting mechanisms to ensure that the University catering service requirements are being met.
- Procurement Office in dealing with contractual arrangements
- Estates and Buildings Department for plant and equipment issues
- Health & Safety Department in dealing with Occupational and health & safety issues.
The postholder is also required to represent the University in the relevant commodity procurement or other catering professional groups within the HE sector, or beyond, reporting to senior managers on external catering market/strategic influences and their implications for the University catering services.

8. Knowledge, Skills and Experience Needed for the Job

Be professionally qualified, and have a relevant degree and a minimum of 5 years experience at a senior level in the catering/hospitality field. This position demands the weaving together of various businesses, financial, personnel, sales and marketing skills for which only experience within the industry is likely to have equipped the postholder.

Be a member of the Hotel and Catering International Management Association or other relevant institute.

Be fully competent in all aspects of food safety management

Demonstrate strong interpersonal, communication and influencing skills.

9. Dimensions

The Catering Department of Accommodation Services generates £5.2 million income per annum and covers a range of facilities from a student refectory; fine dining and outside catering division, bars and a year round bed and breakfast facility. The Assistant Director is required to meet and exceed the agreed profit and other key ratio targets and to provide vigorous leadership and direction to the team.

Directly responsible for managing an annual budget with costs of £4m.

Two operational manager direct reports

220 staff indirect reports

Through the key duties of the post will ensure the achievement of the University catering strategy which ensures that catering is cost effective and operates at “The Right location, at the right price and at the right quality”

In support of the strategy the job holder will promote a customer service culture to staff and encourage this in external providers’ staff as appropriate for both students and commercial customers/residents. Through regular review of new food offerings and new outlets/refurbishments meet the objective of maximising profit and cash (after financing costs) at all times and be a valued and effective element in the selling proposition of the University.

Post holder has full responsibility for all strategic development and operational improvements for 12 outlets ranging from a small coffee bar is The University of Edinburgh Management School to the John McIntyre Centre at Pollock Halls which delivers 22,000 meals per week for catered halls and in vacation periods all commercial catering. In addition under the Edinburgh First Commercial Brand, provide catering for a range of events from residential conferences, meetings and events, outside catering, weddings etc. Catering units have a wide geographical spread from the Vet School at Easter Bush, to Kings Buildings, The School of Education at Moray House to a range or outside catering to peoples homes, Assembly Rooms and Halls, Technopole etc
10. Job Context and Any Other Relevant Information

Strategic and operational responsibility for all catering operations. Specifically this includes full responsibility for all new projects with full management from inception, to execution and completion. These projects take many forms from new tender opportunities, addition of new facilities through a contract/partner relationship or new builds and refurbishments. Given the increase in duties this has required contact with a larger range of University Department/service providers and higher-level decision-making. Examples of wider participation include participation in Steering Groups e.g. Fair Trade Steering Group to ensure the University achieved University Fair Trade status, as well as the University catering Procurement Representative as part of The University Caterers Organisation (TUCO).

Contracts role for all non University managed concessionaire contracts in respect to compliance with all catering legislative regulations for third party catering concessions operating within University premises.

Concessionaire Catering contracts role / responsibilities

The post holder is required to act as a single point of contact for all communication, advice, monitoring and auditing of non University Managed premises in respect to catering legislative requirements. Then post holder is required to ensure through compliance with the University Catering Codes of Practice that all contractors are operating to required standards within University premises, and therefore in turn ensuring the University as premises providers are fully compliant.